



College of the Redwoods, Administrative/Management
Faculty/Peer/Staff Review Survey

TO:

FROM: Alia Dunphy, Associate Vice President, Human Resources

RE: Performance Evaluation of

The performance evaluation process for Administrators/Managers in the Redwoods Community College District is designed to promote and support appropriate leadership and management skills, to improve the overall operation of the organization, to assist the Administrator/Manager in the growth and development of professional abilities, and to identify areas of strength and challenge. This process recognizes the effectiveness of the Administrator/Manager and assists in the improvement of their performance.

The Administrative/Management Performance Evaluation consists of three components of evaluation: major job duties and responsibilities, annual goals, and skills. In addition, each Administrator/Manager has the opportunity to complete a self-evaluation. You are being asked to participate in the assessment and evaluation of the Administrator's/Manager's skills. As someone knowledgeable of the Administrator's/Manager's work, you are asked to complete the attached questionnaire objectively and honestly.

Please read each statement carefully and then indicate the rating that best reflects your assessment of the administrator's/manager's performance in that area. If you are unable to assess the skill or have no data upon which to make an assessment, please mark the NA/O (not applicable/observed) section. A comment section is provided for each behavioral skill area. Please note, if you give a rating of "Unsatisfactory" or "Needs Improvement" you **MUST** cite examples or other substantiating information in the comment area. You may also comment on the Administrator's/Manager's strengths, indicate areas for improvement, or include any other additional comments.

Be assured that confidentiality will be observed throughout this process. No individual responses will be shown to the Administrator/Manager whose performance is being evaluated. Completed questionnaires should be sent to the Administrator/Managers Supervisor.

I am a (select one) Administrator Manager Faculty Classified Staff Other_____

Print Name

Signature

College of the Redwoods

Faculty/Peer Review Survey

Performance Evaluation of: _____

REVIEW PERIOD: _____ TO: _____

Performance Key: **EX:** Exceeds **SAT:** Satisfactory **NI:** Needs Improvement
 U: Unsatisfactory **NA/O:** Not Applicable/Observed

SKILL AREAS

COMMUNICATION SKILLS	EX	SAT	NI	U	NA/O
1. Regularly exhibits the ability to inform others in oral and written communications.					
2. Effectively conveys and articulates needs and goals of the program/department.					
3. Listens well and encourages and welcomes a diversity of opinions.					
4. Effectively conveys important administrative information (e.g., changes in campus/district policies, deadlines for schedule and curriculum issues, etc.) to the people who work in his/her area.					
5. Seeks ways to improve communication in his/her division/program across all areas of responsibility.					
Comments:					

LEADERSHIP	EX	SAT	NI	U	NA/O
1. Has a well-developed sense of vision and innovation and takes initiative in building that vision for the program/division.					
2. Motivates the work group by exhibiting high personal standards of fairness, enthusiasm, honesty, accomplishment, etc.					
3. Expects high standards through stated expectations and personal performance.					
4. Uses sound judgment and responds to situations in a professional manner, including taking appropriate risks.					
5. Works to address and solve division/area problems.					
6. Actively participates in district and college committees and task groups.					
7. Makes deliberate efforts to support, enhance, and facilitate the district's commitment to cultural richness.					
8. Personally models and sets standards for appropriate behavior towards all people.					
Comments:					

PROFESSIONAL KNOWLEDGE AND EXPERTISE		EX	SAT	NI	U	NA/O
1.	Has an appropriate level of general knowledge about all of the areas or disciplines that he or she supervises.					
2.	Demonstrates understanding of college and district goals, policies, and procedures.					
3.	Participates in professional and service organizations and activities at the local, state, and national level and utilizes professional contacts as a resource for program improvement and enhancement.					
4.	Participates in training and development activities designed to support a diverse working and learning environment for students and employees.					
5.	Demonstrates support for increasing the diversity of students and works to develop retention strategies.					
Comments:						

TEAMWORK		EX	SAT	NI	U	NA/O
1.	Maintains a professional and cooperative attitude in working with work groups and teams.					
2.	Provides for broad-based collaboration in area planning and decision making.					
3.	Demonstrates sensitivity to the needs and abilities of others; makes reasonable accommodations for cultural, ethnic, gender, and ability differences; and exemplifies a supportive attitude.					
4.	Is tactful in conveying discipline or constructive criticism.					
5.	Gives clear and, when needed, firm direction.					
6.	Resolves conflicts in a constructive way.					
7.	Builds consensus, trust, and confidence within his/her teams.					
8.	Demonstrates support for increasing the diversity of staff and works to welcome and retain diverse staff.					
Comments:						

ADMINISTRATIVE/MANAGEMENT SKILLS	EX	SAT	NI	U	NA/O
1. Attends to administrative details (e.g., budget, subordinates' evaluations, schedule, etc.) in his/her area.					
2. Schedules meetings appropriately.					
3. The administrator uses meeting time effectively and efficiently.					
4. Is organized and effectively structures, prioritizes, delegates, arranges, and facilitates the accomplishment of tasks.					
5. Establishes work direction, sets priorities clearly, defines and breaks tasks into their components, and assigns tasks appropriately.					
6. Demonstrates tenacity and singleness of purpose when appropriate.					
7. Adapts to and facilitates change when necessary.					
8. Is able to work under pressure, demonstrating ability to work effectively despite pressures of deadlines, crises, and changing demands.					
9. Identifies, utilizes, and develops human resources and/or institutional strategies to serve needs of the program, department and/or the institution.					
Comments					

Do you consider the Administrator/Manager to have areas of strengths? If so, please comment.
Do you consider the Administrator/Manager to have areas that could be improved? If so, please comment.
Additional Comments: